

Project & Programme Management (PPM) Community Charter

The practice area

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| Vision of success | Achieving UCL's academic mission and the priorities set out in UCL 2034 through outstanding project and programme delivery. | |
| Definition | The PPM Community of Practice ('Community') brings together colleagues responsible for managing UCL's valuable resources in support of our academic mission. A significant part of our community's work involves initiating or coordinating change, improvement or other projects and programmes. | |
| Purpose | To catalyse and deliver improvement at UCL through development of this Community and the staff within it, identification of best practice, knowledge exchange and collective problem-solving. | |
| Values the community stands for | Commitment to excellence | Using our skills and judgement to deploy effectively the most appropriate project and programme management tools and techniques. |
| | Focus on delivering excellent academic outcomes | Delivering project outcomes to time and agreed quality by building trust based on transparency, mutual respect and accountability. |
| | Openness | Demonstrating openness by communicating honestly and transparently, and being willing to consider how practices might be improved. |
| | Fostering innovation and creativity | Helping people take the best ideas through to outcomes. |
| | Collegiality and community building | Connecting with individuals from different groups – professional services, the academic community and partners – and actively promoting professional diversity to create a sense of belonging. |

Key people

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| Sponsor | Tom Rowson Director of Planning | Role: Provides top-level recognition for the community by ensuring exposure, support and strategic visibility. |
| Leader | Sarah Dowling Project Manager Division of Psychiatry | Role: Cultivate and support the development of the community. Leaders work to ensure the community's relevance and visibility to key stakeholders. |
| Leader | Sarah Earl PMO Manager UCL East | |
| Leader | Dean Stokes Major Projects Portfolio Director Planning Team | |
| Core members | Staff with substantive knowledge of, and who spend the majority of their role working in, the practice area. Core members will be actively committed to developing the PPM Community of Practice. | Role: Provide input to help guide the formation and refocusing of a community. This includes contributing to the vision of excellence, criteria for leadership and Community Charter. |
| Members | Staff who have responsibilities directly within or related to the practice area, who have a sense of professional alignment to the practice area, and who are enthusiastic about creating a more cohesive culture of collaboration in project and programme management that spans the breadth of UCL. | Role: Help deliver priorities and subsequent outputs and activities identified by the PPM Community and captured within this Charter. Provide links with other networks and forums e.g. the Project Support Staff Forum Initiative run from ISD. |

Business issues

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| Current perceived key strengths | Staff experience, knowledge and commitment |
| | SMT commitment to adoption of Portfolio approach |
| | PPM demand from within UCL's academic community |
| | Estates and ISD approaches – well developed and embedded across their areas |
| Current perceived key weaknesses | Lack of clarity within UCL on what PPM can offer |
| | Different practices, tools and approaches, not always for good reasons |
| | Not having best practice that is shared consistently |
| | No structured career development for staff |
| | Training and development opportunities out-of-date and offered sporadically |
| | Identity of the PPM community |
| Current perceived key opportunities | Simple, shared project management approach that everyone can understand |
| | Efficiency gains (time and money) |
| | SMT members' enthusiasm and influence |
| | Momentum behind change and scale of UCL 2034 ambition |
| | Using PPM to add tangible value |
| Current perceived key threats | Lack of engagement with, and understanding of, PPM |
| | Decision making not always integrated |
| | Scale of change |
| | Budget constraints, especially on capital programme |
| | Time and other resources in which to organise ourselves |

Priorities

| | 1 | 2 | 3 | 4 | 5 |
|------------------------------------|---|---|--|---|--|
| Aim | Understand the totality of planned change across UCL and our capacity to drive and support it | Create a project management framework for UCL | Establish a mentoring scheme for the PPM Community | Provide a coherent offering to underpin people's career and personal development choices | Promote active, practical collaboration within the PPM Community |
| Project | UCL Project Log | Communities of Excellence | Mentoring for the Community | Training & Development | Project 'Hackathon' |
| Lead | Rachel Fishwick | Dean Stokes | Helen Sawyer | Rachel Corcoran & Rosie French | Emma Brady |
| Objective | To create a register of UCL projects completed in the past year, underway and planned | To identify and create standard tools and methods that are fit-for-purpose | To develop a scheme that supports individuals in their career choices | To provide access to training and development opportunities that will help people achieve their professional goals | To bring people together on a regular basis to solve UCL business problems |
| In 6 months we will have... | <p>Captured basic information on UCL's projects against suitable inclusion criteria</p> <p>Developed summary of lessons learned for completed projects</p> <p>Presented Project Log analysis to SMT as part of termly reporting</p> | <p>Agreed a menu of tools and methodologies, and their appropriate use</p> <p>Specified a light touch, generic project management framework</p> <p>Created a single portal for accessing basic templates and guidance</p> | <p>Designed a bespoke scheme for the PPM Community, linked to UCL's approach to mentoring</p> <p>Set out an operating model for the scheme</p> <p>Identified individuals to act as mentors</p> | <p>Reviewed the broader UCL training offering against our own needs and current practice with the sector and profession</p> <p>Launched an Associate Project Manager qualification for UCL funded through the apprenticeship levy</p> | <p>Identified wider community membership</p> <p>Held 2-3 'Hackathons'</p> <p>Refined and developed model for collaboration</p> |
| Success measures | <p>Faculties and departments regard the Project Log as reliable and accurate</p> <p>Community able to start managing the balance between change and Business As Usual</p> | <p>Number of web-page hits</p> <p>Number of people downloading templates and material</p> <p>Feedback from users on value of tools and methods</p> | <p>Staff retention rates increases</p> <p>Number of internal secondments onto projects, and promotions, all increase</p> <p>Greater sharing of talent between projects and programmes</p> | <p>Take-up of new programme of courses and training opportunities</p> <p>Feedback on individual courses</p> <p>Financial saving from better procurement</p> | <p>Attendance at events</p> <p>Number of 'live' problems solved</p> <p>More projects delivered to time, quality and budget</p> |